



CTC NEWSLETTER



Career Transition Center
George P. Shultz National Foreign Affairs Training Center
U.S. Department of State

**OCTOBER
2005**

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CONFLICT OF INTEREST AND POST-USG EMPLOYMENT

- Arnold Haimon, USAID Ethics

If you work for an executive branch agency or department and are thinking of leaving your job, you need to get an in-depth briefing on conflict of interest rules so you can avoid criminal prosecution. Like other federal agencies, USAID and the Department of State each have a Designated Agency Ethics Official (DAEO) who can give you a detailed handout and advice about how to steer clear of conflicts of interest that may arise during your employment search. The DAEO can also advise you about what you will need to avoid once you are working in the private sector. You should contact your DAEO for this advice long before your departure, or as soon as you contemplate beginning an employment search.

1. Do I Have To Tell My Boss That I'm Looking for Another Job?

No. You don't have to tell anyone in your current office that you are looking for another job, but you may need to have a recusal in place indicating that you have a financial interest in an organization. You have a financial interest in any organization with whom you are negotiating for employment, and this includes companies who contact you about employment or to whom you send a resume. The financial interest disappears once you have told the outside organization you are not interested in working for it in any capacity, or when they tell you that they don't have any openings available for you. You can end your recusal at that point. However, if you or the outside organization has left open the possibility that you may work for them, you still have a financial interest in that organization, and the recusal must remain in force.

The recusal is just part of what you need to do. When you have any financial interest in an outside organization, you must not take any action that could have a direct and predict-

RELIEF FOR STATE DEPT EMPLOYEES CAUGHT IN HURRICANE KATRINA

Donate by check
payable to the "U.S.
Department of
State" and send to:
Employees
Emergency Fund,
c/o Donna Bordley,
RM, Room 7427,
WashDC 20520

(Ref: Dept Notice entitled "Relief for State Department Employees" dated 9/2/05).

able effect on that organization. The most obvious example, but by no means the only example, is participating in awarding a contract or a grant to any organization in which you have an interest. There are many less obvious examples that your DAEO can discuss with you.

Talk to your DAEO as soon as you can before you start sending out resumes, or as soon as someone contacts you about employment so that you can discuss possible conflicts pertinent to your situation. If you take an action in-

volving an organization in which you have a financial interest, lack of knowledge of the rules is not a defense to a criminal charge for violating the conflict of interest rules. In fact, you can be prosecuted regardless of your intent, if you take any action that could have a direct and predictable effect (good or bad) on the organization in which you have a financial interest. So, you need to be extremely careful whenever you have a financial interest, including when you are job hunting.

The purpose of the recusal is to help you be careful. It gives notice to your supervisor and the people working with you that you may not take actions involving certain organizations. The recusal also should create a means by which people you work with can screen issues so that matters from which you are recused



"All my growth and development led me to believe that if you really do the right thing, and if you play by the rules, and if you've got good enough, solid judgment and common sense, that you're going to be able to do whatever you want to do with your life."

- Barbara Jordan

never get to your desk. Your DAEO can help you put a recusal into place, and can give you advice about actions you should not take when you have a financial interest.

2. Does It Matter What I Do Once I Leave the Government?

Yes. Once you leave the Government, you need to be aware of criminal laws that apply to former Government employees.

One of the main things to avoid is ever representing your new employer to the Government on mat-

ters, such as contracts and grants, in which you were personally and substantially involved when you worked for the Government. Also, you may not represent your new employer before the Government for two years after you leave the Government, on any particular matter in which you were not involved, but in which someone working under you during the last year of your employment was personally and substantially involved. Your DAEO can discuss with you, among other things, what it means in your situation to have been "personally and substantially involved in a particular matter," and what would qualify as representing your new employer to the Government.

The rules are even more stringent if you are a senior employee in the Government. Senior employees are prohibited from representing anyone to their former

agency on any matter for one year after leaving the Government. This restriction applies even to matters on which you did not work while in the Government. Senior employees also may not advise or aid foreign governments for one year after leaving government employment.

A senior employee is currently defined as anyone whose salary is more than \$140,216.50. The salary defining who qualifies as a senior employee can change, so you should check with your DAEO to find out whether you qualify as a senior employee.

3. Please Tell Me That's All I Need To Worry About.

Sorry. There are additional rules that may apply to you if you are a procurement official. For example, if you were the head of a selection panel for a contract in excess of 10 million dollars, you may not work for the winning contractor for one year in any capacity. This is broader than the rules above, because it does not focus on representational work.

4. Does Anyone Ever Really Get In Trouble For Breaking These Rules?

Yes. As you know, in all walks of life, including Government service, a handful of scoundrels deliberately violate rules to line their pockets. You have probably read about a former Air Force official who is serving time in jail, and who brought down the senior managers of a large contractor for their complicity with her in the violation of rules I have discussed. I am not concerned about the scoundrels, but I am concerned about the over-

whelming majority of Government employees who are upright people who may stumble over seemingly arcane rules. What I have discussed in this short article just scratches the surface of the many rules that may apply to you once you begin an employment search or begin working in the private sector. USAID and the Department of State both have very explicit materials covering employment search and post-employment rules. Please see your DAEO before you begin your job search, and feel free to contact him or her even after leaving Government service in order to refresh your memory and to determine exactly how the rules apply to you.

*"Advice is what we ask
for when we
already know the
answer but wish we
didn't."*

- Erica Jong



EDITOR'S NOTES



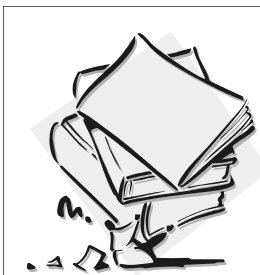
Regarding the Feature Article

For those of you who are former State Department employees and are no longer connected to State's intRAnet, you will not be able to access L/Ethics' guidance there. If you do have questions, please direct them to an attorney in L/EMP/Ethics. "Walk-ins" are discouraged, but you may schedule an appointment if your question cannot be ad-

dressed by e-mail, fax, or telephone.

Here follow their contact details.

Location: Room 5425,
Harry S. Truman Building
Telephone: 202-647-4646
Facsimile: 202-647-6794
E-mail: lethicsattorney@state.gov



*"Anyone who isn't
confused, really
doesn't understand
the situation."*

- Edward R. Murrow

Thank You!

Thanks to all of you who sent us e-mails about our article in the August newsletter, "Don't Make Your Job Search A Sad Country Song." We had fun writing it and are thrilled that you received it so well. Alas, there is no truth to rumor that we will be publishing a job search musical collection on CD. For those who requested classical, rock and roll, and blues versions, we are pondering the possibilities and would welcome your suggestions!

We would also welcome articles written by our readers. The newsletter now has a readership of more than 800 CTC clients, some still working for the USG and some already liberated. We cannot pay you anything but gratitude. So, if you would be willing to share your wisdom — or even a funny story — we would love to hear from you!



JOB LEADS

Salary Research

Researching the salary levels for a job you are applying for can be very tough.

"The Riley Guide" website (www.rileyguide.com) offers connections to several helpful resources in its "Salary & Compensation Information" and its "Evaluating the Salary Information You've Found." The "Quintessential Careers" website (www.quintcareers.com) has another good article entitled "Guide to Researching Companies, Industries, and Countries" that you may find helpful.



Here are some helpful resources for your salary research:

- JobStar — jobstar.org/tools/salary/index.htm
- HomeFair.com — www.homefair.com/calc/salcalc.html
- Salary Guides — jobstar.org/tools/salary/index.htm
- The Salary Calculator — www.homefair.com/calc/calcalc.html
- Salary.com — www.salary.com
- The Wall Street Journal's CareerJournal.com — www.careerjournal.com

*"Government
regulations are a lot like
catsup — you either get
none or a lot more than
you want!"*

- Unknown

Salary Research for Consultants

Before we raise your expectations for this section too high, the CTC will say this: If you determine an excellent source from which to research consulting fees, please let us know. We don't have one. We know about several sources for this type of information, but no definitive one.

Some basic background:

- Consultants are self-employed and may not share fee information with prospective "competition."
- Some organizations, such as The World Bank Group, have detailed matrices that integrate types of consulting, educational level and years of experience into a daily rate. But most organizations have nothing of the kind, so their consulting rates can be pretty much all over the map. And even if an organization has a matrix, getting a copy can be problematic.
- The USG allegedly requires its agencies to keep within set ranges of consulting rates. The maximum seems to fluctuate, however, depending upon whom you ask.

It is very easy for individuals to overestimate or underestimate their worth as a consultant. It is difficult to gain an accurate sense of what you are worth. And that worth may change depending upon the type of work, how long it will take (daily fees are generally lower for longer contracts) and the organization.

So what is a prospective consultant to charge? There are at least three ways to

get this information.

1. As you have heard over and over, the primary source of any kind of employment information, including consulting fees, is networking. In other words, the best information will come from others who are consulting in the same sector (private, nonprofit or public sector) and subject matter (PR, security,

political risk analysis, etc) that you wish to enter. In the best of all possible worlds, this information will come from consultants within the organizations where you wish to consult.

2. As a corollary to networking, staff or members of professional associations and networking groups may be help-

ful. Many professional associations, for example, have special interest groups among their membership, and one of them may be consultants in that profession.

3. Online research: Websites to explore would include these four:

- a. Salary.com's Salary Wizard—http://swz.salary.com/salarywizard/layouts/scripts/swzl_newsearch.asp
Scroll down to "Consulting," then indicate a metro area or zip code. Presumably, the salary range shown is for full-time consulting. If you wish, you can get a personalized report for a fee. See comments in section "d."
- b. The Wall Street Journal—<http://www.careerjournal.com/salaryhiring/industries/consulting/index-tab.html>



" . . . skewered through and through with office-pens, and bound hand and foot with red tape."

*- Charles Dickens
In DAVID COPPERFIELD*

- c. JobStar — <http://www.jobstar.org/tools/salary/sal-prof.cfm#Consulting>
This website offers two sources of consulting salary information.
- d. The Riley Guide—<http://www.rileyguide.com/salary.html#colls>
An excellent job search website that offers general information and some articles about how to navigate the consulting fee waters. Included is a description of what Ms. Riley thinks of Salary.com's personalized, fee-based service.

We will appreciate hearing about any other good sources of information from you.

"To simplify complications is the first essential of success."

- George Earle Buckle,
British Journalist,
1854-1935



Volunteering

Given the devastation left by Hurricane Katrina, we thought it was a good time to talk about volunteering. Some career counselors are vehemently opposed to volunteering as a way to develop and practice professional skills and to network in your professional community. Others encourage it.

In a letter to BusinessWeek, Deloitte & Touche CEO James H. Quigley offered his opinion on an article they had published on August 15 called "The Debate Over Doing Good."

"Re 'The debate over doing good' (The Corporation, Aug. 15). One of our key

stakeholders is our people, and one of the benefits of contributing to the community is that it helps employees develop leadership skills and business acumen. What we have seen at Deloitte & Touche, which is reinforced by a recent external survey we conducted, is that volunteering offers people a way to develop the required leadership skills needed while also making a contribution to society. The survey revealed a strong link between volunteering and professional success. Among other findings, the data showed that 86% of employed Americans believe volunteering can have a positive impact on their careers; 78% see volunteering as an opportunity to develop business skills, including decision-making, problem-solving, and negotiating. Community service matters."

We have prepared a short list here of internet resources through which you can connect with an organization that needs volunteers. It is certainly not comprehensive, but it can get you started.

1. Corporation for National & Community Service - www.cns.gov—Provides opportunities for all ages in all states to serve their communities and country through AmeriCorps, SeniorCorps, and Learn & Serve America.

a. AmeriCorps - www.americorps.org

b. SeniorCorps - www.seniorcorps.org - Network of programs including Foster Grandparents, Senior Companions, and RSVP

2. Guidestar - www.guidestar.org — Hosts advertisements for special opportunities and offers a searchable database of 850,000+ nonprofit organizations in U.S.

3. Habitat for Humanity International - www.habitat.org—Builds simple, decent, affordable houses in partnership with those who lack adequate shelter in the U.S. and 100 countries.

4. Network For Good—
www.networkforgood.org/volunteer — Search by zip code, distance, interest, or organization.

5. Points of Light - www.pointsoflight.org — Advocates community service through a partnership with the Volunteer Center National Network. Links for 360 U.S. Volunteer Centers.

6. 1-800-VOLUNTEER.org - www.1-800-volunteer.org/ - Provides direct connections to local volunteer opportunities that match interests and skills.

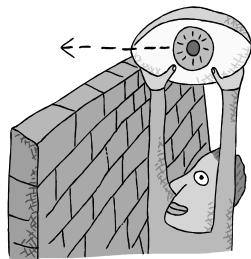
7. SERVENet - www.servenet.org— Enter your zip code, city, state, skills, interests, and availability and be matched with organizations needing help.

8. USA Freedom Corps—
www.usafreedomcorps.gov—A USG effort to promote volunteerism and service opportunities with USG agencies.

9. Volunteer Match - www.volunteermatch.org — Search by zip code, distance, and interest.

"Success is to be measured not so much by the position that one has reached in life as by the obstacles which one has overcome while trying to succeed."

- Booker T. Washington



NOTES FOR JSP GRADS

Job Fair

The next CTC Job Fair will be held on October 26 from 1 to 4 pm in the NFATC (aka FSI) Field House.



News From HR/RET

This was published by State Department's Office of Retirement via e-mail on August 17, 2005.

"We are pleased to announce, effective August 25, 2005, annuitants may now create a secure personal account in RNet

"When you create your account, you will be introduced to two new programs - the WAE Global Registry and EP+ Professional Profile. You will find extensive explanations of both programs after you log in to your Personal Account and then click on Post-retirement Employment Opportunities.

"These programs mark a major milestone in the way the Department intends to stay connected with its retiree constituency. They open a new range of post-retirement employment opportunities for retirees with the Department. RNet is the vehicle that will start building the retiree component of the new Standby Response Corps. These programs are critical building blocks for the Secretary's policy of Transformational Diplomacy.

"Retirees, representing the collective wisdom and experience of our institution, are an integral part of this vision of how we respond to 21st century foreign policy issues.

"In the coming weeks, two more features

will open on RNet. First is AskRNet, a vibrant knowledge database, answering all your questions about retirement with the Department of State. Second, with the secure Personal Account function now available, RM/Retirement Accounts Division will be bringing to you the new OPM Annuitant Express program to deliver your annuitant pay statements electronically.

These are only a few of the programs that will be brought to you through your RNet website. Other programs are in the works and will be delivered to you in the coming months.

"RNet -- The Way We Stay Connected

"All the best to all of you.

"You can change your subscriptions, password or e-mail address at any time

on your [User Profile Page](#). All you will need are your e-mail address and your password (if you have selected one).

"This service is provided free of charge by the Office of Retirement of the U. S. Department of State. Visit us on the web at www.RNet.state.gov.

"P.S. If you have any questions or problems with the subscription service, please contact GDhelp@subscribersystem.com for assistance. All other inquiries can be directed to RNet@state.gov."

*"If confusion is
the first step to knowledge,
I must be a genius."*

- Larry Leissner



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